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Project Title: Women and Youth for Innovative Local Development

Project Number: 00110246 – 00109273

Implementing Partner: RA Ministry of Territorial Administration and Infrastructure (MTAI)

Start Date: 15 July 2019

End Date: 15 July 2023 **PAC Meeting date:**

Brief Description

Gender equality and women’s empowerment remain a critical development issue in Armenia: women comprise 52.2% of population in Armenia and 56% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to their limited representation in leadership positions women have very little influence over policy decisions and development of solutions. While a 25% quota system is set to ensure women representation at the national level, they face distinct barriers to entering office both at the local and national levels. At the same time women have potential and appetite to engage in local development processes, and the local governance is a good entry point for women’s engagement in politics.

The local governance system is currently in major transition, with 52 enlarged municipalities. By its program introduced in February 2019, RA Government confirmed its commitment to territorial and administrative reform, as well as decentralization. Hence, it will continue and complete the Territorial and Administrative Reform in Armenia (TARA) along with supportive activities, including further decentralization of power to local self-government in a number of areas (e.g. primary healthcare, maintenance and use of intercommunity and inter-settlement roads, public schools, and delivery of integrated social services).

Funded by Swiss Development and Cooperation Agency (SDC), the “Women and Youth for Innovative Local Development” project is part of four-year strategic programmatic framework implemented in partnership between GIZ, UNDP and CoE within “Improvement of the local self-governance system in Armenia” programme, which aims at strengthening accountability, effectiveness, efficiency and inclusiveness of the local self-government system in Armenia in a regionally and socially balanced manner. The project is aligned with Switzerland’s Federal Dispatch on International Cooperation 2017-2020 and the resulting Cooperation Strategy South Caucasus 2017-2020 with its overall goal, and will be linked, where appropriate, with programs to come in the new strategic period of 2021-25. The first phase of the programme (2014-2019) is completed and the implementing partners – GIZ, UNDP and CoE now enter the 2nd phase of the program (2019-2023).

UNDP’s project will: (i) pilot three innovative municipal services which will be co-designed and monitored by citizens, including vulnerable/marginalized groups; (ii) further advance youth leadership; and (iii) continue to empower women at the local level through building on and upscaling the results achieved during the past years.

The project will contribute to the following results: (i) Leadership potential and skills of women and youth in communities of Armenia are advanced for community development and transparent and accountable governance and (ii) Municipalities have delivered relevant services and incentives for citizens, the business environment and local economic actors.

The project will be implemented in 52 enlarged municipalities.

The project contributes to:

2016-20 UNDAF Outcome 3: “By 2020, Armenia has achieved greater progress reducing gender inequality, and women are more empowered and less likely to suffer domestic violence”;

2016-2020 UNDP Country Programme Action Plan Outcome 3 (12). “By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women’s empowerment”; Output 3.1: Measures in place to increased women’s participation in decision-making and support women’s economic empowerment.

2018-2021 UNDP Strategic Plan Output 1.6.1: Country-led measures accelerated to advance gender equality and women’s empowerment

SDG 5: “Achieve gender equality and empower all women and girls”; with target 5.5 of “Ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.”

SDG 16: “Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels” with target 16.6. of “Develop effective, accountable and transparent institutions at all levels.”

Gender Marker – GEN 3

Total resources required:	1, 871, 822 USD	
Total resources allocated:	1, 871, 822 USD	
	UNDP:	
	SDC:	1, 871, 822 USD
	Government:	
Unfunded:		

Agreed by (signatures):

RA Ministry of Territorial Administration and Infrastructure	UNDP
Deputy Minister of Territorial Administration and Infrastructure of the Republic of Armenia 	UNDP Resident Representative
Print Name: Vache Terteryan	Print Name: Dmitry Mariyasin
Date:	Date:

I. DEVELOPMENT CHALLENGE

CONTEXT

The territory of the Republic of Armenia is divided into 10 marzes (regions) and the capital – the city of Yerevan. Back in 2015 with 915 municipalities, which varied greatly in size of population and capacities, the municipal landscape of Armenia was highly fragmented. In 2009, 48% of the 915 Armenian communities had a population of less than 1000 people. To address institutional inefficiencies and other governance challenges, the Government of the Republic of Armenia adopted in November 2011 a land-mark policy document which gave way in May 2015 to a large-scale Territorial and Administrative Reform (TARA).¹ In 2016, 140 communities amalgamated into 18 municipalities; in 2017, another 324 communities were consolidated in 34 municipalities. Thus, the total number of communities reduced from 915 to 502. A number of legal modifications and a 2017 Decentralization Roadmap elaborated by the Ministry of Territorial Administration and Development (MTAD) paved the way for further implementation of the reform stipulating the transfer of decision-making powers and functions to local self-government bodies. The overarching idea of this process was that enlarged and legally empowered municipalities can be more efficient and responsive to citizens' demands than the traditional structure with small municipalities and regional administrations.

The first phase of the Local Governance Program, implemented during 2014-2018, already supported the first two rounds of community enlargement, with GIZ, UNDP, CoE and ATDF² contributing with interrelated programmatic components on supporting the reform agenda of the local governance in Armenia. UNDP's "Women in Local Democracy 2" (WiLD 2) project has contributed with women political empowerment, youth leadership, gender dimension of the TARA and engendering local governance.

Implementation of the territorial and administrative reforms opens opportunities but also complexities in regard to local democratization and development. Specifically, representation of women in local self-government and their voice in local development processes, as well as citizen engagement in the public service design need further nudge for fairer and more democratic local governance. The female and youth cadre formed during the above-mentioned WiLD 2 project has solid potential to engage as shapers of the local agenda, as well as contribute to design and provision of citizen-driven public services.

The "Women and Youth for Innovative Local Development" project is designed to ensure: (i) the continuation and upscale of the WiLD 2 project results via innovative models for women political empowerment, youth leadership, gender support to local self-government, (ii) introduction of innovative and citizen-driven public services in selected enlarged municipalities. Citizen engagement via social innovation approaches is the main highlight throughout implementation of two major programmatic components.

Women Empowerment: Gender equality and women's empowerment remains a critical development issue in Armenia. Women comprise 52.2% of population and 56% of those who have completed higher education. However, their representation in decision-making at all levels remains low: 24% of the parliament members (32 out of 132), 8% of the ministers (1 out of 12) and 20% of deputy ministers (8 out of 40). There is no female Governor among in total 10, and number of female Deputy Governors is 3 out of 13 which makes 23% of total. There is only one female mayor in 46 urban communities, one female head of community in 52 enlarged communities and six in 404 rural communities.

The global Inter-Parliamentary Union in its "Women in Politics: 2019" report, ranked Armenia in the 76th place out of 191 countries as per the seat women hold in the parliament. According to the Global Gender Gap Index 2018, Armenia is in the 115th place out of 149 countries in terms of political empowerment, which is a slight progress in comparison to 125th place of the year of 2016. These figures clearly indicate a need to improve women's ability to engage in the political sphere in Armenia.

Thanks to continued capacity development support by UNDP (WiLD³, WiLD2) and other stakeholders in 2016, representation of women in the local community councils reached 12% which is improvement by 3% compared to 2012 and by 5% compared to 2008 statistics. With progress of the Territorial and Administrative Reform in

¹ Concept Paper on Enlargement of Communities and Establishment of Inter-community Unions, the Government of the Republic of Armenia: Abstract from the Minutes of the Cabinet Session No. 44, 10 November 2011.

² Armenian Territorial Development Fund

³ Women in Local Democracy, Women in Local Democracy 2 – two projects previously implemented by UNDP in the area of women empowerment and local self-governance.

Armenia⁴ (TARA) the numbers of both women and men in local governance reduced, and the competition for local offices significantly increased. Currently the representation of women at local level is 9.5% and in enlarged municipalities - 5.6%. Women's potential remains widely underused and undervalued, thereby having an adverse impact on the country's prospects for attaining sustainable development, gender equality and social justice.

The subgroup of UN Gender Thematic Group (GTG) on political participation advocated for increase of gender-neutral quota from 25% to 30% both at national and local levels (for Yerevan, Gyumri and Vanadzor cities). Though 30% is a must since 2022, still the average representation of women in Yerevan, Gyumri and Vanadzor community councillors is lower - 27%.

Local Democracy and Inclusive Sectoral Services: TARA has been initiated in line with the European Charter of Local Self-Government⁵, which was ratified by Armenia in 2002. The Charter defines broad principles of the basic structure that local governments shall have, such as democratically elected local officials and sufficient revenues for their mandate. In 2014, the Council of Europe's (CoE) Congress of Local and Regional Authorities had issued a monitoring report on Armenia's local governance sector, based on which a roadmap was signed between the Congress and the Ministry of Territorial Administration and Development (currently Ministry of Territorial Administration and Infrastructure) to implement respective recommendations⁶. The report compares the existing situation with the European Charter on Local Self-Government requirements and points out several systemic shortcomings. In particular, it critically addresses the limited own responsibilities and resources of municipalities and the existence of numerous small and weak municipalities that continues to be a structural problem and limits the service delivery capacity of municipalities. The report subsequently mentions that "local authorities play a very limited role and in practice do not have always full and exclusive powers, with local government bodies serving more as agents for the central government, than as autonomous actors of local public administration". It further emphasizes the subsidiarity principle stipulating that "local self-government should be given preference over centralized administration in all matters of local interest and when local public affairs can be managed and administered most effectively at local level".

The context also offers limited authority and resources to fulfill their own obligations among local self-governments (LSG) from one side, and from the other side lack of culture of demand among the citizenry to claim their rights, benefit from the overly conducive legal framework and exercise their right to participate in decision-making processes. Low awareness on local development processes among citizens is also observed.

The survey undertaken within CELoG⁷ project "On the Long Way of Reforms: The System of RA Local Government in the Eyes of Citizens" and conducted by CRRC revealed that 87% of residents participating in the survey were not familiar with the decisions taken by LSGs and 91% of residents were unaware of the community budget (2015). The numbers show that residents are not engaged in any important decision making and/or planning processes, and there is a real need to make direct democracy work at local level to contribute to the good governance in the communities and improve local democracy.

⁴ TARA is a major territorial administration reform in Armenia, implying community consolidation, which is expected to enhance the capacities and performance of local self-government bodies, improve the quality of local public services, encourage public participation, as well as transparency and accountability of local authorities. TARA commenced in 2015, 514 former communities were consolidated into 52 by 2017. TARA was put on hold after political shift in April 2018.

⁵ European Charter of Local Self-Government, European Treaty Series - No. 122, Strasbourg, 15.X.1985. Available at: <https://rm.coe.int/168007a088>, last accessed: 20.03.2019.

⁶ Local Democracy in Armenia: Recommendation 351 (2014): <http://www.mtad.am/files/docs/1500.pdf>, last accessed: 20.03.2019.

⁷ Civic Engagement in Local Governance is a project funded by USAID and implemented by a Consortium, which includes: the Communities Finance Officers' Association (CFOA), the Information Systems Development and Training Center (ISDTC), the Yerevan Press Club (YPC), the Journalists' Club Asparez (AJC), the Eurasia Partnership Foundation (EPF), and the Caucasus Research Resource Center-Armenia (CRRC).

CHALLENGES

Despite substantial reforms initiated by the Government of Armenia to strengthen the local self-governance system, in 2018 Armenia is still facing a number of challenges that undermine both the accountability, effectiveness and the efficiency of municipalities. Powers are to a large extent still concentrated at the central level, and the ability of most municipalities to fulfil their functions effectively and to meet citizens' needs for provision of municipal services, maintenance of municipal infrastructure and support to local social and economic development is limited, due to complexity of reform and system inefficiencies. The challenges in this field include the following factors:

- The government has not yet approved the roadmap or strategy for the continuation of the decentralization efforts and clear description of the role of TARA in this strategy. While the MTAI leading staff has a vision for the future decentralization, it is not clear to what extent this is shared by other ministries. Distinction between own and delegated functions as well as legal procedures for exercising own/mandatory and delegated functions are still underdeveloped and not well defined.
- The foreseen devolution of additional powers to municipalities is so far not framed into a consolidated fiscal decentralization strategy that would strengthen the own revenues of municipalities. Overall, approximately 70% of municipal budgets are subsidized by the central government, while only 30% of funds originate from the local revenues (mainly property and land taxes). Despite the process of municipal enlargement, self-funding of municipalities is still far too small to absorb new powers and meet citizens' needs.
- Strong kinship ties and favoritism combined with weak capacities of local councils and underdeveloped culture of civic participation has further led to concentration of power, diminished accountability and distorted processes of public decision-making. Systems of checks-and-balances at local level are still backward. Citizen participation mechanisms are foreseen in a number of planning methodologies. Their application is nevertheless limited.
- Though in Armenia the legislation is in place and different attempts were made by local and national governments, international and local organizations, as well as civic groups to introduce direct democracy tools in communities, there are number of challenges for their institutionalization. The "Citizen Engagement in Local Governance: Practices and Approaches" research conducted by UNDP (2018) revealed that the approaches and methodologies used by municipalities are mostly initiated by NGOs or international organizations. In many cases the tools/approaches used are effective, but they stop after the respective project closure. The reasons are several: lack of political will; tools/approaches are costly for municipalities to be applied at regular basis; limited competence among municipality staff to effectively and consistently apply the participatory tools; lack of courage and dedication among local authorities to make the direct democracy a practice.

Data from number of researches point to the fact that residents are not engaged in decision making processes at local level, despite the fact that LSGs have a responsibility to engage the residents in the consultations related to the five-year community development plan and budget. In addition to the earlier mentioned CRRC survey findings, the "Public Perceptions on Political, Social, and Economic issues in the South Caucasus Countries" 2017 research (from Caucasus Barometer), by CRRC revealed that only 13% of respondents attended public meeting in their community.

The local context presents several challenges to the goal of participation, empowerment and gender equality too. Data from different researches (see "Reference Data" on page 4) point at a number of factors which limit opportunities for building a critical mass of female cadre in national and local governance:

- **political:** lack of sufficient mechanisms and regulations to advance gender equality at the national and local level; reluctance of political parties to appreciate and promote women leadership
- **socio-economic:** limited access to resources for economic empowerment; lack of female leadership culture and support networks
- **cultural:** narrow gender identities, lack of confidence and skills among women to pursue public roles; widespread stereotypes on the society (especially rural communities) on the role of women and men.

Overall, the legal framework for women political involvement is not fully conducive and additional mechanisms and affirmative action are needed for realization of women's rights.

OPPORTUNITIES

Evidence from the previous programs of UNDP including surveys, post-electoral inquiries and other, points to the fact that women have interest and potential to engage in local development, and local governance is a **good entry point** for their leadership and political participation.

In parallel, youth in Armenia emerges as a strong force for democratization of decision-making processes. The country has observed youth-driven civic movements in Armenia in response to a number of government decisions and actions perceived unfair. Examples of that are: “Dem em” (“I am Against”) movement against the proposed pension reform, “Electric Yerevan” against the increase of electricity tariffs, and others.

Further to that, the broader citizenry of Armenia reaffirmed their voice during the recent ‘velvet’ revolution. The spring of 2018 brought major transition in the politics of Armenia. A deep apathy, long-lasting dissatisfaction with and low trust towards the ruling regime led to broad protests, where the citizens of Armenia rose to restore their agency, voice and power. The peaceful protests ultimately turned into a so-called ‘velvet revolution’, which seized the country in the spirit of freedom, dignity, courage, and justice. People from all classes, age, occupation, political and ideological views have united in their rejection of the regime. **Youth and women** were an apparent interface of the movement.

This is an important momentum to support the women and youth in further strengthening their voice and nudging their actions on local solutions to the best of their potential.

The process of ongoing national reforms requires long-lasting solutions at all levels to institutionalize women’s participation, such as affirmative measures (quotas) and various incentive schemes (e.g., counting the service in LSG as work experience; partially subsidizing health insurance and child care; partial decrease of university fees for family members of community council members). Also, the new parliamentary system of governance in Armenia creates an important momentum for the political parties to become the main “gate opener” for enhanced role of women in politics.

Within the frames of two projects (WiLD, WiLD 2), UNDP has worked with more than 4000 women from all regions of Armenia and capacitated a solid cadre of women and youth active in community development processes. It is crucial to provide additional opportunities to women and youth to contribute to the development of their communities in strategic way.

Overall, the country political landscape is conducive for strengthening citizenry and better collaboration between local governance and citizens. The new government at all levels manifest more open, responsive and accountable modus operandi, which sets positive stage for project activities. The rhetoric on gender equality and importance of women empowerment and their enhanced political and economic participation is voiced by the Government at all levels.

Taking into account all above-stated preconditions, the “Women and Youth for Innovative Local Development” project comes timely to capitalize on the favorable environment for strengthened citizen voice and agency in the country and on already capacitated human cadre of women and youth, as mobilizers and drivers for local change, all in the context of ongoing Territorial and Administrative Reform. The project will further develop the capacity of the formed solid cadre of women and youth and provide platforms and fora for their participation in local decision-making, development of local solutions and designing the ‘new generation’ of public services, based on the needs and vision of the community residents, including vulnerable and marginalized groups. Connecting ‘demand’ and ‘supply’ sides of local governance, the project will strengthen the linkages between municipalities and citizens and build mutual trust and support for better and more prosperous communities.

Connecting the previous achievements with the new opportunities, UNDP’s current expanded portfolio of initiatives on women empowerment and gender equality provides conducive environment for building synergies between the projects in political and economic empowerment domains, as well as for promoting gender equality in the public administration system. Many programmatic components are mutually reinforcing and enriching, setting positive stage for significant advancement of gender equality agenda in the country.

II. STRATEGY

The project is designed in the context of the major territorial and administrative reforms in Armenia, and will build on already achieved results in the previous program phase - in terms of developed capacities of local self-government representatives, management and participatory governance systems/tools installed, as well as engagement of the solid capacitated cadre of women and youth in further support work for the enlarged municipalities.

The “Women and Youth for Innovative Local Development” project is the continuation of earlier Women in Local Democracy 2 project and will support enlarged municipalities with coherent and interrelated programmatic intervention which will contribute to the further democratization and development of communities.

The project’s main strategy focuses on women's empowerment and engagement of youth as key prerequisites for more inclusive citizen participation in community democratization and development. The project will work in: municipal service design; political empowerment of women; inclusive local governance; and public awareness and advocacy. Engagement of women is key for gender sensitization and change in the citizen-driven local development processes. Potential of youth is viewed in three dimensions: (i) future leaders; (ii) enablers of local democracy and gender equality in the communities; (iii) digital ‘evangelists’ and enthusiastic ‘experts’ in innovative solutions. User-centric approached are viewed as necessary prerequisite for responsive and effective public services.

UNDP will continue to target its support to both citizens as ‘demand’ side and the local government as ‘supply’ side of the public services.

In terms of supporting women and youth, in the 2nd phase of the Local Governance Programme in Armenia, UNDP will:

- Capitalize on the already created resource and potential of women and youth, via forming them into institutional units for citizen voice (including women and youth, vulnerable and marginalized groups, other);
- Suggest more advanced level of capacity development to women and youth to bring them onto a new higher level as local democratizers;
- Provide space and knowledge for women and youth to engage in (re)design of public service in enlarged municipalities to make them as user-centric as possible.

In terms of supporting the local self-governments, UNDP will focus on enabling target municipalities to fulfil their mandate in more gender-responsive and gender-sensitive manner. Development and introduction of new innovative procedures for the delivery of municipal sectoral services will aim at standardisation and performance monitoring for the respective services. Thereby all (enlarged) municipalities would benefit from experience-based methods for sector service delivery and thus be able to better perform their tasks and meet the needs of citizens.

The strategy of the 2nd phase of the project is built on contextual necessity and is designed with consideration of recommendations from the final evaluation of the 1st phase.

PROGRAM DESIGN

The project is designed to allow (i) pilot more inclusive municipal services and service monitoring approaches to increase citizen interest and engagement in community affairs; (ii) cultivating new leaders and availing them of opportunity to engage in local governance, policy dialogue and community development; as well as (iii) building on already existing strong cadre of women and youth.

Given the political momentum and the narrative of the ‘post-revolutionary’ new government, it is promising that women and youth in decision-making will contribute to better understanding and promotion of gender equality and civic engagement in Armenia. To overcome the existing political, social and cultural barriers, the project will work with all main actors having influence on the women participation, including the National Assembly, Government/Ministries, regional authorities, local governments, women and youth, men in local

governments, public at large. The project will apply effort to influence decisions on adopting sustainable affirmative measures for women equal political participation. Stereotypes on gender roles in the society will be tackled by broad public awareness campaign and advocacy. Local and regional governments will be supported to integrate specific mechanisms for increased participation of women in decision making at local level; policy channels led by 'women and youth' champions will become a sustainable format for influencing public decisions.

GOAL, OBJECTIVES AND THEORY OF CHANGE

The **overarching goal** of the project is to improve the accountability, effectiveness and inclusiveness of local self-government in Armenia in regionally and socially balanced manner.

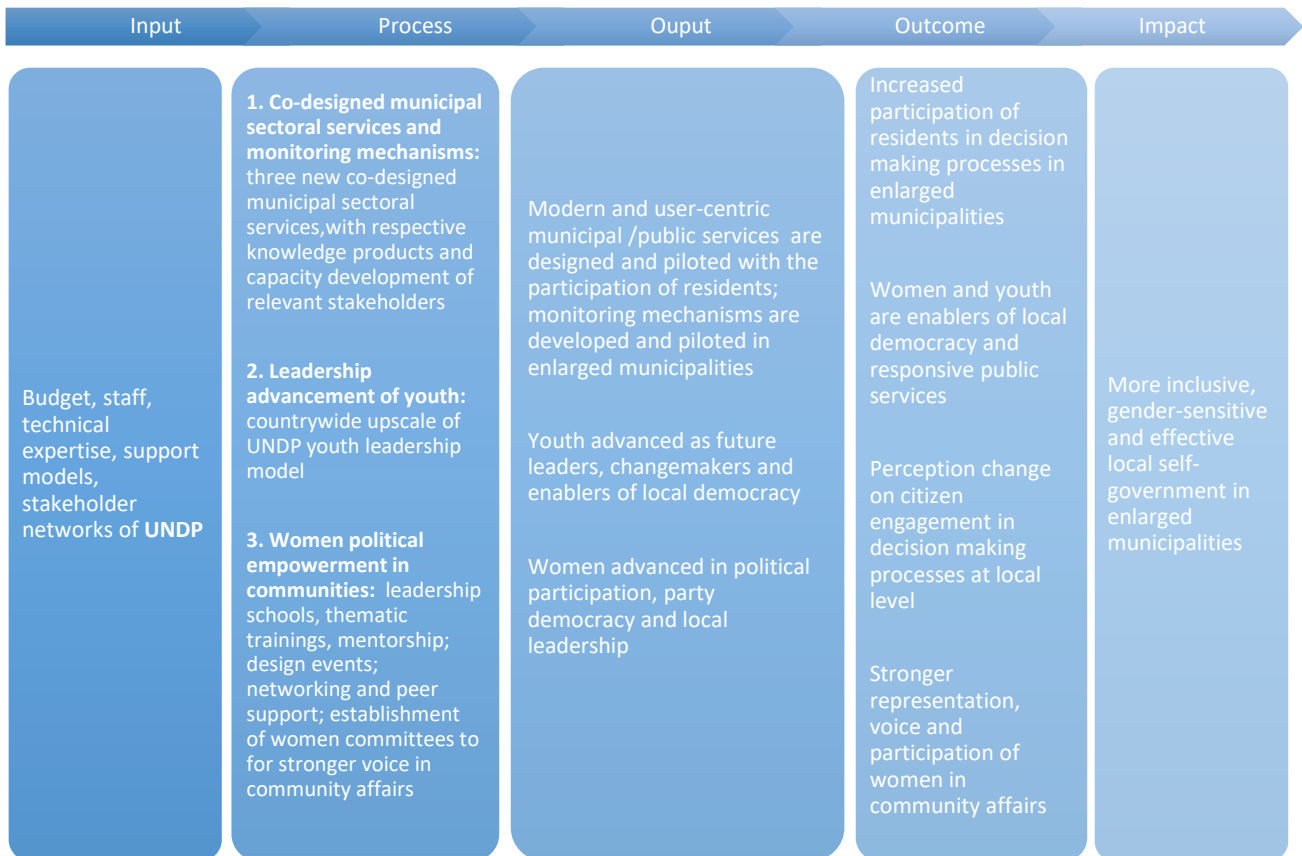
The **objectives** of the project are to:

- 1) Pilot municipal sectoral services, co-designed with and monitored by the residents, including vulnerable/marginalized groups.
- 2) Empower active young women and men in the communities through empathy-building leadership models as enablers of local democracy and women political participation, as well as policy contributors;
- 3) Advance leadership potential and skills of women vis-a-vis community development processes and support institutionalization of their participation modalities;

UNDP works under the paradigm that participation of women and youth in governance and development processes of the community **increases the level of accountability and efficiency of local governments.**

THEORY OF CHANGE

The project Theory of Change proposes that if the country development and reform agenda is implemented in gender-sensitive and inclusive way, with engagement of women, men, youth, representatives of vulnerable and marginalized groups, the local governance and public services are more responsive to the needs of community residents. If women and youth have enough capacity for meaningful participation in local governance and development processes, it is mutually beneficial at sides of both citizens and local governments in newly enlarged municipalities. Altogether it stimulates mutual learning, trust and collaboration. If participatory processes and inclusive public services are institutionalised the local self-government in enlarged municipalities will become more effective, inclusive and gender-sensitive.



III. RESULTS AND PARTNERSHIPS

PROJECT OUTPUTS:

The project will work towards achievement of the following broader outputs:

1. Municipal sectoral services are co-designed, implemented with and monitored by citizens;
2. Youth advanced as future leaders, change-makers and enablers of local democracy;
3. Women advanced in political participation, local democracy and leadership.

The outputs will be achieved via the following Activities:

Activity 1: Inclusive municipal sectoral services designed, implemented and monitored improving the quality of lives of community residents.

In terms of service design or project development for the community local self-governments (LSGs) rarely initiate meaningful consultations with the citizens as users of the services. The approaches used to collect the residents' opinions lack inclusiveness and engagement (including women or vulnerable and marginalized groups). As a most recent example: UNDP, within the frames of WiLD 2/2 Project, conducted the baseline (2017) and end-line (2019) assessment of citizen satisfaction with public services and infrastructure in five enlarged municipalities of Armenia. The results displayed difference in prioritization of the community services and issues among the local self-government and citizens. E.g. the major services that the municipalities highlighted as priority for community were waste management, inter-settlement transportation, inter-settlement roads and agriculture machinery, while the residents highlighted road condition, water condition, lack of drinking and irrigation water, lack of sewerage system in communities, lack of playgrounds for children, cultural events, socializing spaces and activities for youth.

Within this programmatic component UNDP will aim at supporting the decentralization stage of the territorial reform and the delivery of quality, fair and effective services by the communities to local citizens, companies and non-formal groups of civic initiatives, also contributing to stronger economic development at the local level. The main purpose is to embed a user-centric approach in public service design and delivery at local

level in particular through youth empowerment and engagement. UNDP will engage local citizens, mainly youth, into the design and monitoring of public services at local level. The initiative will include design and pilot of adapted innovative models of selected public services (including incentive schemes for collaboration of citizens and key stakeholders) in enlarged municipalities based on UNDP extensive experience of citizen-driven, user-centric approaches of community engagement and participation at local level. In addition, UNDP will develop and pilot new mechanisms for community monitoring of service delivery and quality, as well as citizen feedback loops on satisfaction with public services.

UNDP is offering a new innovative approach to municipal sectoral services design and implementation. Via participatory research, opinions of residents in targeted enlarged municipality on preferred priority services will be revealed (based on mandatory issues to be addressed by LSG, Article 12, The Law of the RA on Local Self-Government). UNDP will then provide platform for residents to engage in co-design of the services, its delivery plans and scenarios, as well as monitoring and evaluation schemes together with local self-governments and subject matter experts. The whole cycle of the service provision will be ensured with citizen engagement in all phases.

Based on mandatory issues chosen by residents the experts' groups will undertake cost-benefit analysis and advise the community on modality of service delivery from below options:

- through the intercommunity union (the legislation is in place, 2017)
- based on New Public Management principle of outsourcing the service to the private company or NGO
- totally new service (choosing from voluntarily obligations, newly decentralized services)
- reorganization and delivery of mandatory or delegated obligations.

This component will be based on long-term experience of UNDP in community development, participatory planning and budgeting as well as will replicate and build on the innovative service delivery models successfully piloted in the framework of "Integrated Support to Rural development: building resilient communities" and "Integrated Rural Tourism Development" projects of UNDP Socio-Economic Development Portfolio.

The component will be implemented in close collaboration with local self-government representatives, MTAI, subject-matter experts, UN SDG Lab, UNDP other projects, and - when applicable - private companies, NGOs, academia, etc.).

To ensure opinion exchange and validation of approaches, a cross-sectoral **Working Group** will be initiated for the project UNDP, to include specialists working on governance, gender equality, socio-economic development and innovation. It will provide advisory function, validate approaches participate in co-design events, when and as needed, contribute to the evaluation of the proposals submitted by municipalities for introduction of new service(s). MTAI will be incorporated in the group to be part of the design and validation process. SDC and GIZ will be kept in constant communication through the coordination platform for the overall programme.

The major **activities** for this component include:

1.1 Access the resources, capacities and needs in the sector of public services in the target communities.

The project will assess the existing capacities for service delivery in local administration, local community organizations, citizens' groups and private businesses. The assessment will be based on UNDP toolkit on capacity assessment for local service delivery", developed and implemented in Ukraine and Moldova. The assessment will include the study of the best international and local practices on designing and delivering public services. A precise map of capacities, resources, gaps and synergies between various stakeholders will be produced and used as a guide and resource to design service delivery models. Cost-benefit analysis of the top three options will be conducted by the experts and presented to the Working Group;

In parallel, through participatory research and social innovation techniques, citizen perspectives will be explored on needed services and their vision of service provision. UNDP will benefit from proven ideation and co-design formats (e.g. Demo Lab, other) to collect citizen perspectives for service delivery and their potential roles in that. UNDP will benefit from corporate knowledge, e.g. Citizen Engagement in Public Service Delivery toolkit (by UNDP and Global Centre for Public Service Excellence).

1.2. Design innovative models adapted for selected service delivery, including incentive schemes for collaboration of citizens and key stakeholders

UNDP will facilitate a consultation process in order to develop innovative service delivery models in each target community. Local Administration, Civil society, private companies, local service providers and local population will be consulted on business processes, service standards and tariffs, service coverage, access to services and targets to be met. Private sector actors and CSOs will be considered as prime audience for public partnerships yet more informal groups of citizens, particularly youth, proposing innovative forms of engagement will be supported. UNDP will facilitate the new service design by applying user-centric approaches and organizing design thinking events. These innovative approaches and models will be based on the priorities which are highlighted by the local population, local governance/municipality and other stakeholders. To note, UNDP has working models for public-private partnerships and producer and user cooperation that have successfully implemented projects and are financially and institutionally sustainable.

1.2.1. Organise workshops on design and delivery of public services applying user-centric design.

User-centric or co-design workshops will bring people together helping them to collaborate and equally contribute to ideation and prototyping. Under this activity the engaged parties will explore the challenges of the proposed area of service delivery and walk through various sessions helping them to prototype the type of services which matches their needs and expectations in the best way. Co-design Labs will be organized with residents and experts in target enlarged municipalities to prototype at least three community services (in six municipalities).

1.2.2. Summarise the collected insights into modelling the service lines to be piloted locally.

The collected insights from the user-centric design session will be coupled with the findings of the assessment phase and the target services and service delivery models will be identified for each of the target communities. The activity will take into consideration the models piloted within the scope of community development projects implemented by UNDP considering the success of the community and intercommunity development funds as service providers, as well as other promising models.

1.3. Pilot selected innovative service delivery models, including through establishment of management systems and respective infrastructure

UNDP will work with target communities, service providers and citizens to bring into life the service delivery models. Based on the designed models the Project will support the emerging public-private partnership through institutionalising them. This will imply instituting the management structure and registration of the service delivery entities, as well as offer technical support for implementing the innovative solutions identified by the communities, as well as build and rehabilitate the supporting infrastructure for service delivery.

1.3.1. Setup the institutional entities for delivery of the identified services (i.e. community funds).

1.3.2. Based on the type of the public services delivered by the institutional entity, provide technical support and equipment.

1.3.3. Rehabilitate or renovate the infrastructure required for the delivery of the identified services.

1.4. Develop and pilot new mechanisms for community monitoring of service delivery and quality, as well as citizen feedback loops on satisfaction with public services

It is a key challenge for any service provider - be they a municipal government or a private company - to ensure quality services and meet the needs of all the groups. While the capacities and the resources of the service provider is essential, the availability of feedback channels and monitoring mechanisms keep the service providers accountable for the quality and timely delivery of services. The Project will apply monitoring mechanisms design and tested by UNDP, as well as:

1.4.1 Form non-formal civil society groups for local monitoring.

1.4.2 Assess existing models for monitoring and evaluation of public services.

1.4.3 Design and apply innovative models for monitoring the selected public services in target communities.

Activity 2: Active youth in the communities empowered as enablers of local democracy and women support groups through empathy-building leadership models

With this component UNDP will continue and upscale the ‘I AM the Community’ youth community leadership model, successfully applied within past WiLD projects. This component will be shared with UNDP ‘Women in Politics’ project, which will allow to upscale this activity countrywide, double the annual target and hence multiply the effect of the initiative. Through this model, the project will continue to cultivate a vibrant and capable force of knowledge- and empathy-driven young people in communities, ready to constructively respond to ongoing development processes and reforms, multiply the knowledge, and appear in leadership roles in public offices or otherwise. This component will develop capacities of young people on gender equality, local governance and participatory democracy, and help them implement self-driven initiatives in communities. UNDP youth force created within Integrated Rural Tourism Development, Kolba Lab, Impact Aim and other projects will be actively engaged in capacity development and co-design activities as well benefiting from their community development and solution development experience.

Moreover, ‘I AM the Community’ club was established in 2018 as a platform for the model graduates for bottom-up dialogue on ongoing local, regional and national policy reforms. Specifically, the following activities are envisaged:

2.1. Cultivate new type of local leaders through upscale of the ‘I AM the Community’ youth leadership model and the respective club activity

Youth leadership: Running ‘I AM the Community’ Youth Leadership Model (two times per year, six in total) to involve youth from all regions of Armenia, develop their knowledge and skill on community leadership, LSG and gender equality topics as well as backstop them in self-driven post camp community initiatives.

Advanced level capacity building: For the graduates of the ‘I AM the Community’ Youth Leadership Model advanced capacity development will be undertaken on project development and management, gender analysis, public policy making and other relevant topics. The graduates of the trainings will invest the gained knowledge in supporting the enlarged municipalities on spectrum of issues.

2.2. Support policy dialogue between the youth and the national/regional/local decision-makers

‘I AM the Community’ Club (the members of the club are graduates of the leadership model) will allow the members to jointly engage in and contribute to policy dialogue. Inspirational and learning discussions with invited speakers from different spheres will be a key part of the Club activity. Potential speakers are Ministers or Deputy Ministers, local and regional governments, representative of international organizations, members of parliament, overseas guests, other.

2.3. Support youth participation in local democratic processes, incl. monitoring of community service/programmes, transparency and accountability of local governments, crowdsourcing of ideas for local solutions, etc.

Design thinking: The project will provide space for ideation and experimentation of youth (including those schoolchildren in high schools) for creative local democratization or development initiatives. UNDP will facilitate the engagement of local government in this activity (through seed funds, etc.) UNDP will explore the overseas experience to base this activity on (e.g. Dutch experience of Technasiums⁸). **‘Demo’ Co-Design Labs**, which is a social innovation format for engaging multiple stakeholders in facilitated co-design and prototyping of new solutions on local democracy, LSG, gender equality at local level, as well as monitoring of municipal sectoral services (10 new solutions).

2.4. Increase awareness of citizens about political developments/ increase interest of citizens on local affairs in the context of TARA, other reforms.

Youth and women will be engaged in raising public awareness on the aspects of Territorial and Administrative Reform. Via co-design workshops the groups will create region-specific awareness raising strategy. With the consultation of communication experts, MTAI representatives and the partners of LoGoPro2, the messages will be developed, standardized and visibility materials will be produced and disseminated accordingly.

⁸ Technasium is a stream in the secondary educational system of the Netherlands. Technasium includes the examination subject ‘Research and Design’ (Dutch: ‘Onderzoeken en Ontwerpen’). Students can start this course from the first year to the fourth year of high school. Schools are recommended to schedule about 4–6 hours of Research and Design class a week, but this may vary among different high schools. In the first three years, the course is optional and is an addition to the standard curriculum. The Technasium education course mostly works with practical assignments, commissioned by real companies. These companies ask the students to design something, to do research on a certain topic or to think of solutions for problems they are struggling with. The students present their findings at the end of the project.

Activity 3: Leadership potential and skills of women in enlarged municipalities are advanced vis-a-vis community development processes and ongoing reforms

This component of the project will be implemented in 52 enlarged municipalities.

3.1. Pre-electoral capacity-development of community-active women interested in running for local office in the enlarged municipalities (in the case of extraordinary elections)

The project will work with around 500 females, potential candidates to local elections, through three-tier approach, to help them in pre-electoral phase with knowledge and skills on local self-government system, on how to run the pre-electoral campaign, build support networks, mobilize resources and work with the constituency. Currently the MTAI is working on new amendments and additions to the RA Law on LSG and there are chances that for the next LSG elections in enlarged municipalities the proportional electoral system will be used. This may allow gender quota for political parties. This reform agenda may influence the project activities. UNDP, in addition to its tested methodologies of the identification and support of potential women candidates, will also work with local branches of political parties to engage their female cadres in the offered trainings. In parallel, UNDP will continue to advocate for 30% gender quota at the local level, as well as will sensitize women on the role and function of political parties, so that their potential choice of/membership in political party is value- and knowledge-based.

3.2. Capacity-development of female leaders (elected women, community administrators, former mayors and councillors, heads of local advisory committees) via leadership schools, trainings, mentoring, coaching, job shadowing opportunities, mini-grants to lead small-scale local initiatives and providing fora for policy dialogue

The project will also support women elected or appointed to LSG in enlarged municipalities. The number of mentioned females currently stands for about 100 women. They will be invited to advance their knowledge and skills on broad spectrum of governance-related aspects via leadership schools and networking activities. Topics will include: Leadership, Negotiation and Communication, Community Development, Municipal Sectoral Services, Gender Analysis, etc. At the end of each leadership school the participants will be provided opportunity to initiate and lead local mini-project via mini grant. (up to 15 grants will be disbursed). This group will also benefit from continuous learning modalities such as mentoring, job shadowing, coaching, etc. UNDP's "Women in Politics" project (funded by UK Good Governance Fund) implemented in parallel, has a similar programmatic component for elected females in non-enlarged municipalities. The projects' teams will unite the efforts to ensuring broader networking and experience exchange among elected female leaders, as well as will offer a policy dialogue platform to discuss the legislative changes and reforms, develop and present their collective position on the issues to Government and National Assembly.

3.3. Formation of female advisory committees at the local level for a stronger female voice in local governance

One of the formal participation mechanisms for citizens is formation of advisory bodies by the head of community. In the enlarged municipalities, where there is no elected female official, advisory committees will be formed (up to 15), so that they lead women-related advocacy- and policy-related activity and influence the decisions, especially those relating to women, youth, and venerable/marginalized groups. The groups can be of generic mandate or around specific issues (e.g. good quality pre-school education, high hygiene standards in kindergartens, schools, and other public institution, etc.). The project team will facilitate co-designing of the committee/group and support them in developing their by-laws, strategies and actions plans, as well as backstop them when needed with revision of the prepared reports and recommendation packages. This groups will be offered small grant schemes to contribute to local democracy in their enlarged municipalities (up to 15 grants will be disbursed). This component will be closely synergized with another SDC-funded UN Women – UNDP joint "Women Economic Empowerment in South Caucasus", one of the major components of which is to socially mobilize female groups in 11 enlarged municipalities of Shirak and Gegharkunik. The projects' teams will work closely to learn from each other's' experiences, build upon each other's achievements and capacitated cadre for better effectiveness and efficiency of invested resources. Another possible amendment to the RA Law on LSG is possibility for civic groups to run for elections in equal terms with political parties. If this materializes, the female-committees will qualify as civic group and have good chances to be represented in the local self-government.

3.4. Create a resource cadre from the trained females to replicate women's empowerment work in the enlarged municipalities

Based on the accumulated expertise and experience of the WILD projects' beneficiaries, as well as newcomer talent, a group of 20 local experts/community mobilizers will be formed and strengthened to replicate UNDP successful models (pre-electoral support, SMS polling, etc.), including self-driven initiatives of women and youth, supported within previous projects. Step-by-step guides of all models (in total 6) will be developed and specially tailored Training of Trainers will be organized for the mentioned group for proper transfer of knowledge and skill-building. After the training the mobilizers will be entrusted to lead/facilitate the work in the communities of Armenia.

3.5. Capacity-building on gender-related aspects in municipalities for gender-responsive and participatory planning and support to design gender-responsive policies

The project will work with local government representatives (predominantly male) in enlarged municipalities to develop their capacity on gender aspects of local government and equip them with necessary tools and techniques for sex- and age-disaggregated data collection, development of more gender-sensitive annual work plans and five-year community development plans. The 'seeds were planted' for that already in previous WILD 2/2 project, when a task force of municipality staff and graduates of UNDP "I Am the Community" youth model were trained on gender analysis and gender mainstreaming. Areni is one of the champion enlarged municipalities that managed to collect all necessary data for gender analysis. Based on Areni experience a step by step guide will be developed for other municipalities. In total in 20 communities will benefit from this activity.

3.6. Research on topical areas at the intersection of local governance, participatory democracy and gender equality, development of knowledge products and toolkits

The project areas are interconnected and are at the intersection of local governance, participatory democracy and gender equality. During the project implementation the project will need information and data in the mentioned areas. Hence several researches and desk reviews will be undertaken to inform the work of then teams, with respective knowledge products and tool kits developed as needed (in total 10).

In consultation with GIZ and CoE, UNDP will initiate Citizen Satisfaction baseline assessment, which will advise and guide the implementers and partners of the "Improvement of the local self-governance system in Armenia" project on relevance and usefulness of interventions related the citizen participation in decision making, budget planning and community development processes in enlarged municipalities. The information will be useful both by the projects' teams and by the municipalities, and serve as basis for their planning, budgeting, monitoring and evaluation activities. The findings of the baseline research will also inform the projects' awareness raising activities on TARA in enlarged municipalities. Baseline assessment will be initiated in 2019, same type endline assessment will be undertaken in the final stage of the project in 2023. While the baseline will allow assigning the target- and result-oriented strategies for intervention, the end line research will assess the progress of the project vis-à-vis set objectives and results.

3.7. Public awareness and advocacy on importance of balanced participation in local governance

Women- and youth-led creative campaign will be supported by the project to promote gender equality at local level. Broadcast, print and online media channels and target-specific communication technologies will be applied for successful public awareness on issues of gender equality and participatory democracy in the context of community enlargement.

RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

The resources required for the achievement of targets and results are categorized in three groups: financial, human and technical.

Human resources will include expertise on aspects of gender equality, local governance and participatory democracy, communication, participatory research, social innovation and municipal sectoral services. UNDP will contribute with project management and subject-matter expertise. The program will also benefit from the knowledge of other projects implemented in parallel with the project within Gender Equality and Women Empowerment portfolio (Women in Politics, Women's Economic Empowerment in South Caucasus, Gender Equality in Public Administration), as well as parallel initiatives on local development in the Socio-Economic Development (SED) Portfolio.

The program will build on the existing human resource cadre, formed within previous UNDP Women in Local Democracy projects and the SED portfolio, for the respective components. The 'how-to' s of the program will be handed over to the locally and regionally formed active groups, who will be able to continue and replicate the knowledge.

UNDP will also tap into its country office (UNDP Socio-Economic Development Portfolio projects, UNDP social innovation Labs, and ImpactAim Venture Accelerator), regional and global knowledge on subject matter. The Project team will explore opportunities to combine financial, technical and human resources of partners or parallel initiatives for joint actions and better efficiency.

Partnerships and Synergies

The project will continue its main established partnership pathway, including national counterparts, such as the MTAI and local governments.

This project has a unique set up and requires good planning and synergies both with partners outside UNDP and inside UNDP.

Outside UNDP

For program implementation and the discussion of general topics of Armenia's decentralization agenda, a *Strategic Coordination Committee* will be established. GIZ and MTAI, in coordination with the SDC, will convene this Committee to create better synergies and complementarities with other donors-supported projects and initiatives.

Coordination and synergy with the Improvement of the Local Self-Governance System in Armenia programme partners will continue to evolve and include joint initiatives e.g. GIZ-UNDP, COE-UNDP and other.

New partnership schemes will be explored with private companies (e.g. mobile connection providers), impact investment stakeholders, businesses for development of municipal sectoral services, which women, youth and vulnerable/marginalized groups can be a part of.

Subject-matter linkages and synergies will be developed with the regional authorities, civil society organizations and academic institutions.

Throughout implementation of the project UNDP will proactively raise public awareness on gender equality, importance of empowerment of women, youth, different vulnerable and marginalized groups as well as democratization of the local governance processes through traditional and online media (including WILD webspace), initiation and participation in special campaigns, actions and events. "I AM the Community" graduates will be engaged in special thematic advocacy events for promotion of gender equality in communities and regions of Armenia.

Inside UNDP

The project implementation will be a joint, cross-thematic effort, implemented through the Gender Equality and Women Empowerment Programme and the Socio- Economic Development Portfolio. This matrix management of the project will be particularly relevant for the component 1. There will be an outreach to other projects' teams for purposes of cross-fertilization project components, joint actions and strategic synergies in thematic areas covered.

Taken the cross-portfolio dimension of the project, a **Working Group** will be established for frequent consultation, coordination and planning of the project components. It will include representatives of UNDP Gender Equality and Women Empowerment programme and Socio-Economic Development Portfolio. The Working Group will provide advisory function, participate in co-design events, when and as needed, contribute to the evaluation of the proposals submitted by municipalities for introduction of new service(s), and other.

RISKS AND ASSUMPTIONS

Major risks

The government has not yet approved the roadmap or strategy for the continuation of the decentralization efforts and clear description of the role of TARA in this strategy. While the MTAI leading staff has a vision for the future decentralization, it is not clear to what extent this is shared by other ministries. Distinction between own and delegated functions as well as legal procedures for exercising own/mandatory and delegated functions are still underdeveloped and not well defined. To mitigate this risk, the project will maintain certain degree of flexibility in all programmatic components.

Regulatory framework on local elections might be changed or amended without due consideration of the gender perspective. To mitigate, the project will pitch recommendations on legal amendments from gender perspective and advocate for changes. In this process, UNDP will join effort with the Gender Thematic Group, MPs and other stakeholders.

The process of community enlargement brings in many instances, the frustration and discomfort among citizens. The project shall be implemented with due consideration of all conflict sensitivity. The communication on TARA shall be agreed on and conducted in joint voice among all the partners. Also, support models shall include elements reinforcing social cohesion in the newly enlarged communities and target residents from all settlements.

Regional tensions, e.g. possible escalation of Nagorno-Karabakh conflict, may disrupt/slow down the overall landscape of development work.

Please, see more details in the Risk matrix below.

Assumptions

In view of recent political changes and the increased sense of ownership among the Armenian society, it is assumed that the project activities come timely and are responsive to the rising demand. The major assumption that the programmatic components will resonate with all stakeholders: citizens to learn and engage pro-actively, local governments to open for further democratization, the national government to set up channels for citizen feedback and voices.

Risk Analysis/Risk Log

Description	Date Identified	Type	Impact & Probability (scale 1 min. - 5 max.)	Countermeasures /Mngt response	Owner	Submitted, updated by	Last Update	Status update Note to GGF
1. Amendments in regulatory framework on local self-government, local elections, decentralization are made without due consideration of gender perspective	15.07.2019	Political	I = 4 P = 3	Close monitoring of the process of drafting of electoral amendments; contribution of expert opinion during the discussions; package of recommendations from the project to the relevant parties; advocacy.	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process
2. Adoption of the new iteration of the national framework on gender equality (Strategy and Action Plan) delayed	15.07.2019	Political	I = 4 P = 3	Proactive approach, including joint Gender Thematic Group efforts in promoting and supporting the development of the mentioned frameworks. Advocacy efforts based on the lessons learnt from evaluation of the previous action plan.	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process

3. Low level of engagement and commitment from local counterparts (especially mayors) for citizen participation and engagement in local governance as well as co-design of municipal innovative services due to lack of interest and capacity, and/or other reasons	15.07.2019	Social, cultural	I = 3 P = 3	Based on the previous experience, UNDP will mitigate by reach out and “marketing” of the incentives, by careful selection of the potential “champion” communities as well as by engaging networks established under various programs (GIZ, CoE, OSCE, etc.)	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process
4. Part of the project’s activities do not lead to the change envisaged.	15.07.2019	Social, cultural	I = 2 P = 2	The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of beneficiary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process
5. Project activities face limited response from newcomer female beneficiaries	15.07.2019	Social, cultural	I = 2 P = 2	The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of beneficiary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process
6. Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too.	15.07.2019	Environmental, political	I = 4 P = 4	Development of contingency plan	Programme Manager	Women Empowerment and Gender Equality Programme Manager		In process

TARGET GROUPS AND STAKEHOLDER ENGAGEMENT

The stakeholders and target groups of the project are the Government counterparts at national, regional and local levels, women and youth groups, community active groups and citizens, international organizations, civil society and public at large. The project will develop a strategy to ensure engagement of key counterparts including:

- ✓ **Women in communities** of Armenia are the main target group for the project to be engaged through tested and innovative methods. Government at all levels, civil society organization, academic institutions, online and offline networks of beneficiary groups will also be engaged in identification of new cadre of potential female leaders. This groups will become multipliers of the outreach activities in the communities of Armenia.
- ✓ **Youth in communities** is another target group, which is viewed as a standalone force as future leader and enablers of women engagement in local politics. Digital space is the best platform for engaging the tech-savvy youth in project activities both as beneficiaries and as contributors. The project will also engage female students of high schools to advance their knowledge base, leadership potential and skills.
- ✓ **Vulnerable/marginalized group** (displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members) representatives will be in special focus of the project. UNDP will engage them in both capacity development and co-design activities to ensure their voice in local democratization processes.
- ✓ **National and local governments** are important target groups to support (i) various participatory schemes to be led by female and youth project beneficiaries, and (ii) advocacy work for gender

sensitive public policies and affirmative actions. Financial contribution from national and local budgets will be highly encouraged. It is also important that the national government sets the agenda for local democratization, inspires and motivates the local self-government to follow the participatory governance path.

- ✓ **Mass media**, as main agents for promoting gender equality in the society of Armenia.
- ✓ **Private sector** has significant potential to engage in the project local activities, specifically relating to public services part. Corporate social responsibility principles will be broadly promoted in the social partnership schemes with the business companies.
- ✓ **NGOs** as potential agencies interested to work with LSG in case the municipalities decide to follow New Public Management logic and outsource some of the services; they are also a significant advocacy support force for policy changes at local and national levels.
- ✓ **Public at large (with focus on enlarged municipalities)**: The public awareness campaigns will target the Armenian society to raise awareness and knowledge on gender equality fundamentals and reduce stereotypes on women and men roles. Traditional and social media channels will be employed for effective communication.

South-South and Triangular Cooperation (SSC/TrC)

To be formulated in the inception phase of the project.

Knowledge

Within the project three types of knowledge products will be developed:

1. Training modules for women, youth capacity and local self-government representatives' capacity development;
2. Thematic research products on women participation and citizen engagement;
3. 'How to' tool-kits on how to co-design municipal services and monitor, as well as on gender analysis and citizen engagement in decision making.

Sustainability and Scaling Up

The project will initiate and test new, contemporary participatory mechanisms, including offline modalities and online platforms to enable active women and youth, vulnerable/marginalized groups as well as local governments to act in a new, more inclusive and democratic way. In synergy with other development initiatives, this project will give a massive countrywide nudge to women and youth to exercise their rights, pilot innovative and inclusive services as well as establish and monitoring systems of checks and balances.

With introduction of affirmative and support measures (e.g. quotas, motivational schemes) the local politics will become more enabling and conducive for women to enter local office.

Women and youth motivated and capacitated through the project will, down the road, emerge in leadership roles and be able to effectively contribute and influence the democratic processes from local to national levels.

Institutionalized channels for citizen feedback and inputs will raise the level of trust between the government and citizens. In the long run, participatory approaches in decision-making and municipal services that involve women, young people and other vulnerable groups in greater numbers will increase public trust in politics and governance and will have positive impact on policy-setting agenda, as well as contribute to better socio-economic development.

The knowledge base, tools and mechanisms created during the project will have a long-lasting effect by contributing to improved quality of local and national decision-making process towards inclusive, gender-sensitive, participatory, and evidence-based local governance. The skilled cadre created by the project will serve as local resource for more efficient and accountable local governance and improved cohesion, especially in cluster communities.

IV. PROJECT MANAGEMENT

COST EFFICIENCY AND EFFECTIVENESS/VALUE FOR MONEY

- The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource. The project will continue no- or low-cost empathy building initiatives (e.g. the post-camp community youth initiatives) at local level.
- Procurement of goods and services will be conducted in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.
- The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of gender equality, local governance and women and youth empowerment. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

PROJECT MANAGEMENT

The Project will be implemented in enlarged municipalities within framework of the programme “Improvement of the local self-governance system in Armenia”. As mentioned above, the project will be implemented through a collaborative cross-thematic effort and matrix management. There will be two main teams that will contribute to the project: Women Empowerment and Gender Equality and SED. The project teams will be based in Yerevan with outreach to regions/communities for programmatic activities. The overall project management will be ensured through the leadership of the UNDP Women Empowerment and Gender Equality Programme in close coordination with SED Portfolio Manager specifically for the component on municipal services. . Managers of Democratic Governance and IBM and Socio-Economic Development Portfolios will provide the quality assurance, oversight and technical support, with elements of Direct Project Cost (DPC) reflected in the budget. The Project will be implemented in partnership with the RA Ministry of Territorial Administration and Infrastructure, which includes, among other, coordination, regular reporting, consultations and joint implementation of activities.

The **Programme Manager** will be responsible for: ensuring overall strategic management of the project; supervision of the project team; provision of analytical and strategic advice to the project team and national partners; representing the project on behalf of UNDP during LoGoPro Steering Committee meeting, coordination meeting, other relevant meetings and events; building partnerships and contacts with key (inter)national stakeholders; ensuring the synergies between other UNDP projects, as well as other ongoing initiatives at the intersection of gender equality, women political empowerment, local governance and youth affairs; advising on and ensuring quality of all support schemes and developed knowledge products; liaising with the Government authorities, international partners to ensure participatory approach along the implementation process for achievement of project objectives; ensuring the integration of innovative approaches in the project components.

The **Project Technical Task Leader** will be responsible for: daily coordination of the project programmatic activities and budget planning; coordination of project-related policy/advocacy work, communication and outreach; preparation of the reports to UNDP and SDC; developing detailed project work plan and relevant activities as per outputs; ensuring efficient and timely implementation of those; provides substantive support in identifying and recruiting the competent staff and subcontractors, formulates task technical specifications; leading, supervising and monitoring of technical experts’ team work, ensuring timely delivery of outputs; provision of substantive support in the development of the project monitoring plan in line with the requirements in the project document. He/she will have matrix report lines to the GEWE Programme Manager and the SED Portfolio Manager.

The **Senior Expert on Municipal Sectoral Services** under the overall guidance from SED Portfolio Manager and direct supervision of Technical task Leader will be responsible for: technical advice to the project team and beneficiaries on: a) methodologies, tools, and good practices related to municipal services local self-government and community development; localization of generic methodological instruments; ensuring the most effective practices of identification and engagement of beneficiaries into the project activities; suggesting and employing modalities, content, priority topics for capacity building activities; development and application of sustainable exit strategies and institutionalization of results; supporting the

Task Leader in drafting of respective workplans and project logs and in monitoring of the project results; supporting the project management in development of technical documentation including Terms of References, specifications for procurement of services, and Calls for Proposals; reviewing and providing feedback to knowledge products received from third parties for quality assurance and verification of achieved milestones.

The **Junior Expert on Youth and Outreach** will be responsible for: technical advice to the project team and beneficiaries on: a) methodologies, tools, and good practices related to youth components of the project; researches and consultations on the contemporary trends and methodologies in youth affairs and leadership; suggesting modalities, content, and priority topics for the capacity building activities of the youth-related project components; ensuring necessary outreach activities to project beneficiaries and local stakeholders; reviewing and providing feedback to subject-matter knowledge products received from third parties for quality assurance and verification of achieved milestones; providing when required information on the project's progress including reporting against indicators; serving as a facilitator and one of the key resource persons at the project's events, roundtables, and workshops; contributing to capacity development of the project team and knowledge transfer in particular areas of expertise.

The **Programme Associate** will be responsible for: assisting the programme/project management in preparing and submitting the project-related reports to UNDP and SDC; support in preparing and updating of the quality, risk and issue logs as well as the monitoring matrix; ensuring smooth financial operation of the projects' activities and respective follow up in line with UNDP procedures on recruitment, procurement, finance and administration; maintaining financial records, monitor and reconcile expenditures, balances, and payments of the project; preparing vouchers, requisitions, and receipts in the UNDP's financial software system (ATLAS); assisting in preparation of budget revisions and draft monthly, quarterly and final financial reports for the project; supporting the project management in maintenance of the project assets in compliance with UNDP rules and regulations; ensuring proper filing and archiving of the project documents; providing support to the project management in organizing project events; ensure the respective documentation; leading necessary arrangements for the projects' procurement and recruitment processes, make all necessary arrangements support the project management in monitoring of the projects' contracts outsourced to third parties.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:												
Outcome 3 of UNDAF 2016-2020: "By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence"												
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:												
"By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women's empowerment"												
<i>Outcome indicator 3.2:</i> Percentage of decision-making positions (executive, legislative) occupied by women at national and local levels increased.												
Baseline: Women represented by 24% at RA National Assembly; by 18% in the Government (including Ministers, Deputy Ministers, Governors, Deputy Governors); and by 9.5% of women representation in local governments.												
Target (2021): increase by 10%												
Applicable Output(s) from the UNDP Strategic Plan:												
Output: 1.6.1. Country-led measures accelerated to advance gender equality and women's empowerment												
Project title and Atlas Project Number: 00110246 – 00109273												
EXPECTED OUTPUT	PROJECT EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS						
				Value	Year	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Year 5 2023	FINAL	
Output 1 Women and Youth for Innovative Local Development	1. Modern and user-centric municipal /public services are designed and piloted with the participation of residents; monitoring mechanisms are developed and piloted in enlarged municipalities	1.1. Number of innovative models for selected sectoral municipal services designed and piloted in target municipalities	Documentation of LSGs, Assessments, Minutes and reports from the meetings, Decision of the Advisory Board	0	2019	0	1	2	0	0	3	Reports, Monitoring visit records, RISK: The weak capacity of LSG to deliver the services in planned period and with the planned quality
		1.2. Number of citizen-driven monitoring mechanisms with direct feedback on provided services	Community council decisions, platform statistics, citizen engagement statistics	0	2019	0	1	2	0	0	3	Reports, Monitoring visit records Feedback of beneficiaries

		designed and piloted										
		1.3 Number of vulnerable/marginalized group ⁹ representatives engaged in capacity development and co-design activities	Project Database (DBCMS), Registration forms	0	2019	20	100	40	40	0	200	Monitoring inquiries, interviews, visits
2. Youth advanced as future leaders, changemakers and enablers of local democracy	2.1. Number of youth-lead community initiatives in support to local democratization/development	Descriptions of micro-projects, Event documentation: agenda, lists of participants, project database, Applications form small grants and idea calls, Reports After camp individual plans, mid-term evaluation report, final report	(65 by 2019, result of WiLD, WILD 2/2)	0	2019	10	20	20	40	10	100	Survey among camp graduates Monitoring visits/observations Interviews with local government representatives Feedback collection from beneficiaries of micro-projects RISK: lack of support networks in the communities
	2.2. Number of policy recommendations prepared by project-supported youth and ratio of	Copies of Packages shared with the Government and National Assembly		0	2019	15/15 %	30/15 %	30/3 %	25/15 %	0	100/15%	Official responses from the Government and National assembly RISK: lack of political will

⁹ Displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members)

		consideration by the National Assembly										
		2.3. Number of solutions co-designed by multi-stakeholder groups for public services or participatory and cohesive governance	Description of solutions Co-design events documentation: agenda, lists of participants, hand-out materials Reports from the event with description of solutions	0 (5 by 2018, result of WiLD, WILD 2)	2019	0	3	4	3	0	10	Feedback from stakeholders on the solutions Feedback from local governments on the applicability of the solutions
3. Women advanced in political participation, party democracy and local leadership	3.1 Share of the population in target municipalities that sees decision-making as inclusive and responsive.	Baseline and End-line reports	0 (the baseline will be set as soon as the baseline assessment report is finalized)	2019	-	-	-	-	At least 20% increase	-	At least 20% increase	Review of the research documentation and recommendation packages. RISK: Lack of prioritization of the direct democracy aspects among beneficiary groups and/or LSGs.
	3.2. Number of women running for/ being elected to local self-government.	The project database, RA Central Electoral Committee (CEC) website	0 (32 women community councillors in enlarged municipalities)	2019	-	-	-	-	-	-	100/60	Regular update of project database of beneficiaries CEC website data RISK: High competition in cluster communities, women getting insufficient number of votes.
	3.3. Percentage of women representatio	The project database, RA Central Electoral	0 (5.6% in enlarged	2019	-	-	-	-	-	-	10%	Regular update of project database of beneficiaries CEC website data

		n in community councils (Note: If proportional electoral system is introduced during 2021-2022 elections women representation will reach 30%)	Committee (CEC) website	municipalities)								RISK: High competition in cluster communities, women getting insufficient number of votes
		3.4. Number of target municipalities where women actively contribute to local decision-making (e.g. through participation in local decision-making processes and implementation of women-led initiatives)	Event documentation: agenda, lists of participants, the project database, Applications form small grants and idea calls, Reports	4	2019	0	10	10	10	0	30	Survey among beneficiary women, Monitoring visits/observations Interviews with local government representatives RISK: lack of support networks in the communities
		3.5. Number of target municipalities in which female local advisory committees are formed	Decision on formation of Advisory Committee by LSG, Charter of Committees, Meeting Minutes	0	2019	2	7	8	3	0	20	Monitoring visits/observations Interviews with local government representatives Meeting minutes RISK: resistance of the LSG in creating and/or supporting these committees
		3.6. Number of gender	The gender analysis	0	2019	2	4	7	7	0	20	Consultation reports from the team

		sensitive Annual Workplans developed based on the gender analysis data	reports, The copies of AWP									Interviews with local government representatives RISK: challenges with sex- and age-disaggregated data to be able to conduct gender analysis
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Results framework will be revised bi-annually, the reporting will include data disaggregation by gender and disability.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

MONITORING PLAN

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, RA MTAI, SDC	
Monitor and Manage Risks	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, RA MTAI	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP, RA MTAI, SDC	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, RA MTAI, SDC	

Project Progress and Financial Report	A progress and financial reports will be presented to the Project Board ¹⁰ and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. To be accompanied with Finance Report	Annually and at the end of the project (final report)		UNDP, RA MTAI	
Project Review	The project's team will hold regular project reviews (retreats) to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP, RA MTAI, SDC	

EVALUATION PLAN:

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

- On a semi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Task Leader to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.
- Based on the above information recorded in Atlas, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Task Leader, using the format agreed upon with the partners.
- A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project, if necessary
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

¹⁰ Project Board is the group responsible for making by consensus, management decisions for a project when guidance Project Board is the groups responsible for making the consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Project Board decisions should be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, and transparency.

➤ On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.

A mid-term review will be conducted in 2021 to assess the level of progress and inform the project on relevance and effectiveness of the programmatic intervention. The end review will be conducted in 2023 to assess the achievements of the entire Swiss contribution. At this time, rational and modalities for a possible continuation or a completion/exit will be considered.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term review		Country-led measures accelerated to advance gender equality and women's empowerment	By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence	August 2021	N/A	10,000 USD
Final Evaluation		Country-led measures accelerated to advance gender equality and women's empowerment	By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence	November 2023	N/A	10,000 USD

VII. MULTI-YEAR WORK PLAN ¹¹¹²

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)					RESPONSIBLE PARTY	PLANNED BUDGET			
		2019	2020	2021	2022	2023		Funding Source	Budget Description	Codes	Amount USD
Result 1: Modern and user-centric municipal /public services are designed with the participation of residents and piloted; monitoring mechanisms are developed and piloted in enlarged municipalities	1.1. Access the resources, capacities and needs in the sector of public services in the target communities.	30,240.00	343,440.00	384,573.00	89,100.00	23,406.00	MTAI	SDC	DPC Staff	64300	38,000.00
	1.2. Design innovative models adapted for selected service delivery, including incentive schemes for collaboration of citizens and key stakeholders	International Consultant								71200	20,000.00
		Local Cons. Tec								71300	145,000.00
		Travel								71600	43,086.00
		Contractual Serv.-Comp								72100	251,000.00
		Equipment								72200	152500.00
		Materials and Goods								72300	44,000.00
		Supplies								72500	10,000.00
		Audio Visual Printing Production								74200	32,000.00
		DPC General Operational Expenditure								74500	36,000.00
		Trainings, Workshops & Conferences								75700	34,672.00
Facilities and Administration (8%)						75100	64,501.00				
Sub-Total for Activity 1										870,759.00	
Result 2: Youth advanced as future leaders, changemakers	2.1. Cultivate new type of local leaders through upscale of the "I AM the Community" youth leadership model and the respective club activity	25,346.00	71,279.00	102,599.00	49,679.00	16,200.00	MTAI	SDC	Local Cons. Tec	71300	36,000.00
									71600	29,000.00	
									72100	44,469.00	
									72300	30,000.00	
									72500	22,000.00	
									74200	31,000.00	

¹¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

and enablers of local democracy	2.2. Support policy dialogue between the youth and the national/regional/local decision-makers							DPC General Operational Expenditure	74500	16,000.00
	2.3. Support youth participation in local democratic processes, incl. monitoring of community service/programmes, transparency and accountability of local governments, crowdsourcing of ideas for local solutions, etc.							Trainings, Workshops & Conferences	75700	37,000.00
	2.4. Increase awareness of citizens about political developments/ increase interest of citizens on local affairs in the context of TARA, other reforms.							Facilities and Administration (8%)	75100	19,634.00
	Sub-Total for Activity 2									

Result 3: Women advanced in political participation, party democracy and local leadership	3.1. Pre-electoral capacity-development of community-active women interested in running for local office in the enlarged municipalities (in the case of extraordinary elections) 3.2. Capacity-development of female leaders (elected women, community administrators, former mayors and councillors, heads of local advisory committees) via leadership schools, trainings, mentoring, coaching, job shadowing opportunities, mini-grants to lead small-scale local initiatives and providing fora for policy dialogue 3.3. Formation of female advisory committees at the local level for a stronger female voice in local governance 3.4. Create a resource cadre from the trained females to replicate women's empowerment work in the enlarged municipalities 3.5. Capacity-building on gender-related aspects in municipalities for gender-responsive and participatory planning and support to design gender-responsive policies 3.6. Research on topical areas at the intersection of local governance, participatory democracy and gender equality, development of knowledge products and toolkits 3.7. Public awareness and advocacy on importance of balanced participation in local governance	23,220.00	76,140.00	98,280.00	51,840.00	21,600.00	MTAI	SDC	Local Consultant	71300	38,000.00
		Travel	71600	25,000.00							
		Contractual Serv.-Comp	72100	66,000.00							
		Materials and Goods	72300	24,000.00							
		Supplies	72500	22,000.00							
		Audio Visual Printing Production	74200	29,000.00							
		DPC General Operational Expenditure	74500	20,000.00							
		Trainings, Workshops & Conferences	75700	27,000.00							
Facilities and Administration (8%)	75100	20,080.00									
Sub-Total for Activity 3									271,080.00		
Result 4: Implementing	Implementation of the project, Monitoring and Evaluation	68,170.00	114,605.00	138,392.00	105,061.00	38,652.00	MTAI	SDC	Contractual Serv.-Ind. Services	71400	236,360.00
									Travel	71600	21,100.00
									Materials and Goods	72300	21,500.00
									Communications and Audio Visual Eq.	72400	7,500.00

									Supplies	72500	17,938.00
									IT Equipment	72800	7,300.00
									Professional Services	74100	3,000.00
									Audio Visual Printing Production	74200	19,500.00
									DPC General Operational Expenditure	74500	37,469.00
									Trainings, Workshops & Conferences	75700	58,775.00
									Facilities and Administration (8%)	75100	34,438.00
									<i>Sub-Total for Activity 4</i>		464,880.00
									GRAND TOTAL		1,871,822.00

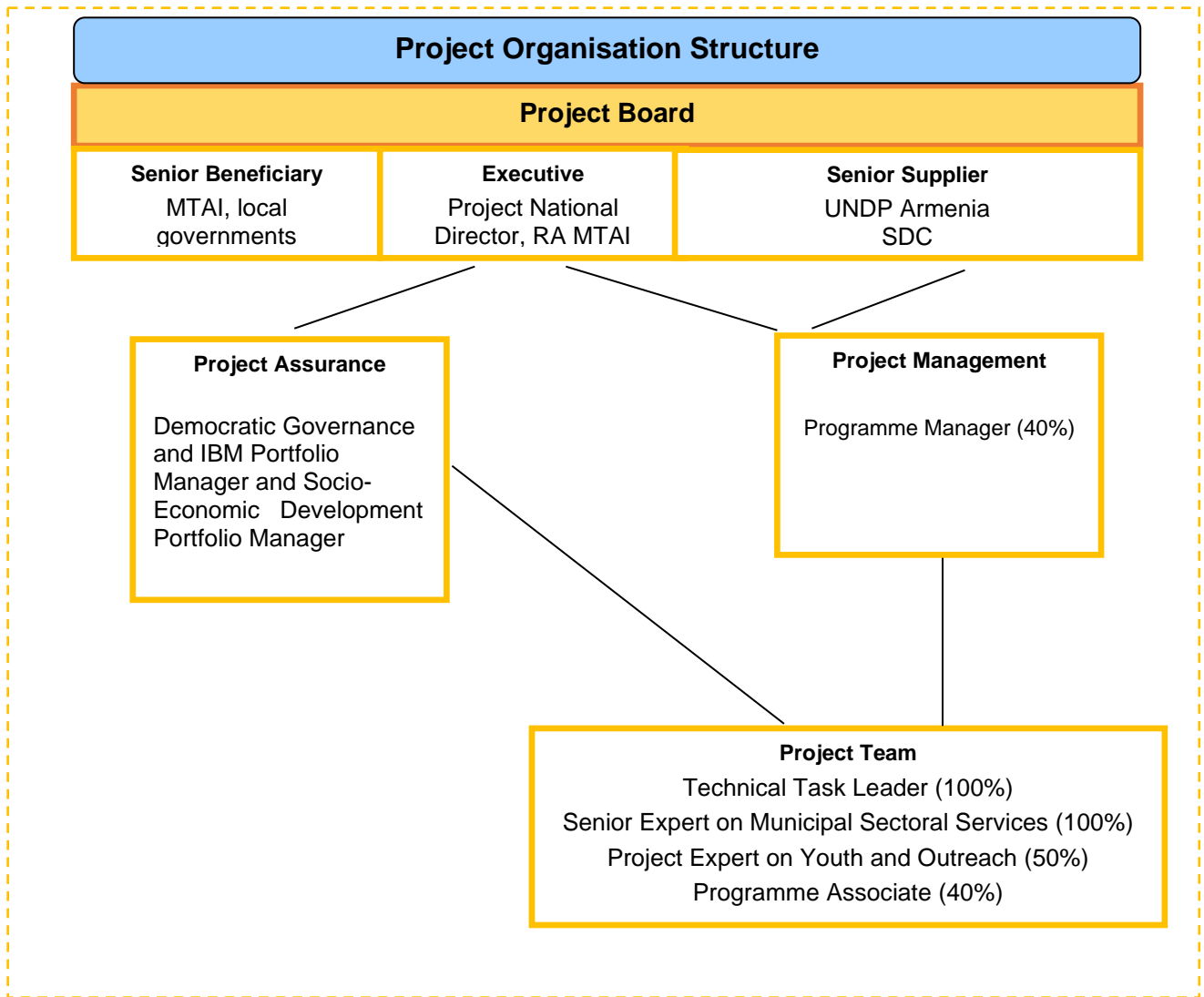
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP Project Time Frame: UNDP Women and Youth for Innovative Local Development Project, will be implemented during the period of July 2019 – July 2023.

Programme Coordination: Taken similarity of several programmatic components with UNDP’s “Women in Politics” (WiP) Project, the “Women and Youth for Innovative Local Development” project’s efforts on women and youth empowerment will be implemented in close coordination and synergy the with the WiP project. Synergies will be built also with the UN Women/UNDP joint project on “Economic Empowerment of Women in South Caucasus”, as well as ongoing Integrated Support to Rural Development: Building Resilient Communities” and “Integrated Rural Tourism Development” projects implemented within UNDP Socio-Economic Development Portfolio.

Programme Coordination and Steering: Given the complexity of the context and the built-in interlinks between the different components (outcomes) of the SDC Programme, all implementers (GIZ, CoE, UNDP) and the MTAI will continue to work within the established coordination structures. In particular, UNDP will continue to contribute to the quarterly coordination meetings of implementers (incl. MTAI), and to the Programme Steering Committee established and facilitated by MTAI and GIZ.

Internally, the project will be a synergized effort of two programmatic units and implemented through matrix management between UNDP Gender Equality and Women Empowerment Programme (GEWE) and Socio-Economic Development Portfolio (SED). Primary managing entity for the women and youth empowerment components will be the GEWE, while for the municipal services component – the SED. The two teams will unite efforts for all programmatic components and contribute with knowledge, expertise and ideas to ensure towards cohesive and cross-enriching implementation of programmatic components.



UNDP Socio-Economic Development Portfolio Manager (component 1) and Demographic Governance and IBM Portfolio Manager (component 2 and 3) will provide quality assurance, as well as general programme implementation support as necessary.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, **signed on** ... All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
 3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
 4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
 5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any

laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any

funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. (*NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities*).
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**